

## Part 1 – Agency Profile

### Agency Overview

#### IDJC Mission Statement

*“Prevent and reduce juvenile crime in partnership with communities”*

The Idaho Department of Juvenile Corrections has a responsibility to the safety of its communities and to ensure juveniles involved with the justice system are held accountable. Furthermore, in order for a juvenile to become a productive citizen, services must be responsive to their mental needs, physical needs and personal challenges. IDJC also has a responsibility to the citizens to see that they are getting the maximum use out of their tax dollars.

The juvenile justice system in Idaho is a system in which there are two separate, but equally important parts, which must be balanced. Most juveniles are held at the county level, through county probation/detention departments, while only 6% of these juveniles reach the state level. County juvenile probation departments provide a range of effective approaches for managing juvenile offenders safely and economically in the community, including probation supervision and local detention. Each county has its own probation department or contracts with another county to supervise its probation caseload. Probation departments emphasize programs that hold juveniles accountable to their victims and their communities.

In cases where the juvenile offender cannot be managed in the community, the court may order commitment to the legal custody of the state of Idaho. If a juvenile is committed to the Idaho Department of Juvenile Corrections, he/ she is assessed and placed into a residential facility (contract or state) to address the criminogenic needs. Once the juvenile has completed treatment and it is determined that his/her risk to the community has been reduced, he/she is most likely to return to county probation.

Together, the county probation offices and the Idaho Department of Juvenile Corrections implement the “Balanced Approach” philosophy emphasizing three priorities: public safety, accountability, and competency development. Through this approach, both the counties and the state work together to ensure that juvenile justice in Idaho is a system that guarantees the best possible chance for juveniles to lead productive lives in the future. By consistently applying accountability-based sanctions that take into account the developmental stage of the offender and the severity of the offense, Idaho’s juvenile justice system fosters individual responsibility, protects the community, and enhances our quality of life.

### A Brief History

The 1903 Idaho legislature passed a bill that founded the Idaho Industrial Reform School for the Commitment of Wayward Youth. Over 90 years later, the Idaho Department of Juvenile Corrections was created at the recommendation of a special legislative committee. The recommendation to create a new department was based on a series of meetings held across the state to gather input from the public and juvenile justice practitioners. In response to the input, the 1995 Idaho legislature passed the Juvenile Corrections Act. This act removed juvenile corrections responsibilities from the Department of Health and Welfare, and vested them in the newly created Idaho Department of Juvenile Corrections. When the Department was created, the actual number of juveniles in state custody was almost 600. With the transfer of some juveniles to county probation and release of other juveniles to their home communities, the average daily population of juveniles in state custody was 490 by the end of 1995. As of July 1, 2006 the number of juveniles in the juvenile justice system in Idaho numbered slightly under 6,800, with roughly 94% of these juveniles managed at the local level (county probation and detention departments) and 6% in custody of IDJC.

### Today

The Idaho Department of Juvenile Corrections provides services to youth adjudicated delinquent and sentenced to custody of the state, through residential placement in contract and/or state operated facilities and programs. While serving the citizens of Idaho, the Department is committed to the balanced and restorative justice model as a foundation.

To meet this obligation, the Department is broken into **3 Divisions** (*Institutional Services, Community Services and Administration Services*), **2 bureaus** (*Clinical Services and Human Resources*) and **1 unit** (*Quality Improvement*). In addition to providing community safety, offender accountability and competency development, the Department

distributes Juvenile Corrections Act funds, tobacco tax revenue, and other state and federal funds to counties to fund local programming that has the effect of reducing juvenile crime. 26% of the Department's yearly budget goes directly to counties and local communities for juvenile justice services to help reduce the need for commitments to IDJC. This has been enhanced the past two years with the Community Incentive Program and the funding for services to juvenile offenders with a diagnosed mental illness.

To assist the Department in its mission, there are eight boards/commissions that ensure the community and other juvenile justice professionals are involved in the decision making process. These groups that are valuable to the Department's mission and success include: Board of Juvenile Corrections, Criminal Justice Commission, Juvenile Justice Commission, IJOS Board, Juvenile Training Council, Custody Review Board, Juvenile Justice Magistrate Judges Advisory Team, Interstate Compact Council, Idaho Association of Counties (Youth & Justice Advisory Council, and Juvenile Justice Administrators).

This year daylong meetings were conducted in all seven judicial districts entitled "Juvenile Justice in Idaho-The Journey Continues." Partners from the Idaho Department of Juvenile Corrections, the Idaho Supreme Court, the Idaho Juvenile Justice Commission, and the Idaho Association of Counties hosted the meetings. The objectives were to revisit the history of juvenile justice in Idaho, success stories in each judicial district, an analysis of the current data and gaps in services based on data trends and expertise of individuals attending the meetings. Almost five hundred legislators, judges, county commissioners, juvenile probation officers, educators, law enforcement, citizens, and youth participated in the meetings.

### **The Future**

The Department will continue its efforts to reduce juvenile crime through the balanced approach. Further, the Department will continue to seek out and implement research based programs that are aimed at reducing the risk level of juveniles and the overall risk of recidivism while keeping the community safe. Finally, the Department will continue to ensure that everyone has a voice at the table, practicing full-circle communication among all professionals involved in the lives of Idaho's juveniles.

### **Facts**

*Number of Employees:* 354.75 budgeted, 363 current (as of September 1, 2006) Additional staff are temporary to maintain child/staff ratios.

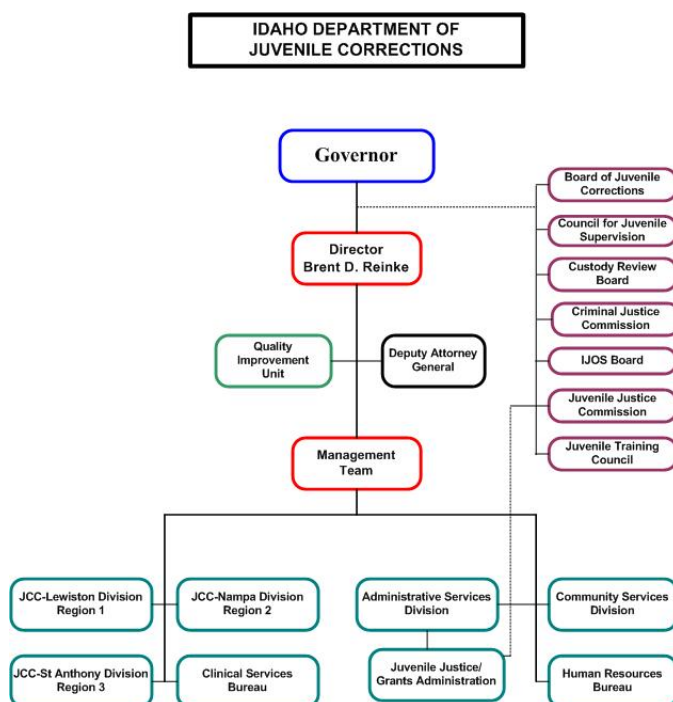
*Number and Location of Offices:* 5 administrative offices—Coeur d'Alene, Boise, Meridian, Pocatello, Twin Falls  
3 juvenile corrections centers--Lewiston, Nampa, St. Anthony

*Factors that may give rise to an increase in demand for services:* There are two primary factors that may cause an increase in demand for IDJC services. First, Increases and challenges in special populations may cause increases in the demand for services. These special populations are: juvenile sex offenders (~23% of IDJC population), juveniles needing mental health services (~52% of IDJC population), drug abusers (~71% of IDJC population), juvenile arrests have increased 70% from 1999 to 2004 and female commitments grew 15.2% between 1999 and 2004.

A reduction in assistance to communities for local programming could result in an increase in the number of juveniles committed to IDJC. The effect of declining funds from OJJDP has significantly reduced the overall amount of sub-grant dollars the Department awards to community partners throughout the state. There have also been funding cuts with schools as well as, city and county budgets, which has increased grant applications to IDJC and requests for technical assistance needs. Ongoing technical assistance provided to communities helps increase effectiveness of all juvenile justice programming.

The legislature has allocated funds to IDJC to provide services to juvenile offenders with mental illnesses on an as needed basis for research-based, best practice programs to be managed through the Community Incentive Project which provides resourced to counties and tribes to treat juvenile offenders in the community to prevent deeper involvement with the juvenile justice system. Both of these projects support community partners.

## ORGANIZATIONAL STRUCTURE



### Core Functions/Idaho Code

The primary or core function of the Department (as written in *Idaho Code* Title 20, Chapter 5) is to provide services to youth adjudicated delinquent and sentenced to custody of the state, through residential placement in contract and/or state operated facilities and programs. While serving the citizens of Idaho, the Department is seeking to involve and meet the needs of three co-participants in the justice process- victims, offenders, and communities. This allows Idaho's juvenile justice system to meet the sanctioning, public safety and rehabilitative needs of communities.

The Idaho Department of Juvenile Corrections fulfills its core function through its dedicated professional workforce in the following divisions, bureaus and units.

**Institutional Services:** IDJC has regionalized state services for juveniles committed to its custody, making it possible for most juveniles to remain close enough to their communities so parents and other key community members can take part in the juvenile's treatment. State juvenile corrections centers are located in Lewiston, Nampa, and St. Anthony and provide a full complement of services for 244 youth who range from 10 to 20 years of age. Specialized programs exist for adjudicated sex offenders, female offenders, juveniles with a mental health diagnosis, and juveniles with serious chemical dependency issues. All programs target reducing criminal behavior and thinking, in addition to decreasing the juvenile's risk to re-offend. The programs offered are recognized as state-of-the-art juvenile correctional programming and follow nationally accepted standards for the treatment of juvenile offenders. Each center is equipped with a fully accredited school program, and the teachers and staff are trained to meet the wide spectrum of educational challenges prevalent among juvenile offenders. Other services include professional medical care, food services, and counseling. IDJC averages 427 juveniles in custody, with 239 (56%) in state facilities, and the remaining 188 (44%) in approximately 30 contract facilities located in- and out-of-state.

**Clinical Services Bureau:** The Bureau (part of Institutional Services) oversees the administration of statewide clinical services, assessment and placement programs for juveniles committed to the custody of the Department, oversight of all staff performing clinically related services, initial observation and assessment processes and follow-up assessments, and oversight of case management.

**Administrative Services:** This Division is responsible for providing day-to-day business and administrative services to support the institutions, district offices, and the Department as a whole. Services include fiscal services (accounts payable, payroll, financial statements, risk management, P-card administration, and the collection of parent reimbursement), information technology management (developing, maintaining and supporting IJOS, local, and wide area networks), as well as purchasing, inventory, facility and vehicle management.

*Human Resource Bureau:* This Bureau (part of Administrative Services) is responsible for establishing the foundation for building and maintaining positive employee relations, attracting and retaining competent employees, development and training of all staff, and development and implementation of sound performance measures.

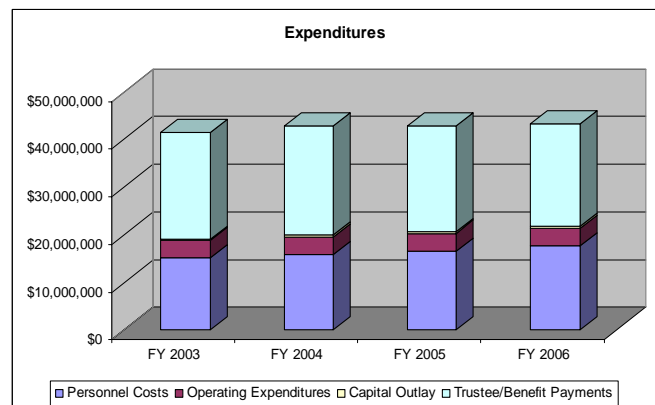
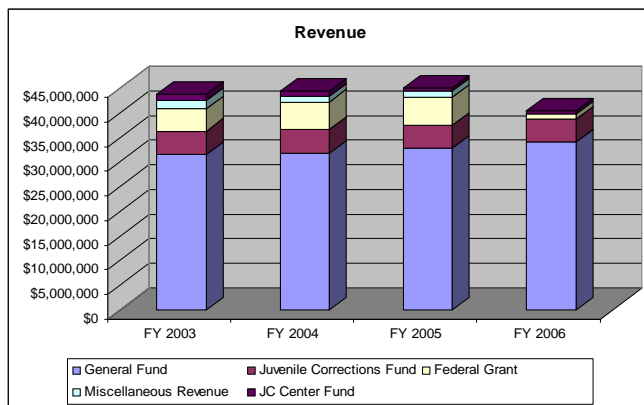
*Quality Improvement Unit:* The Quality Improvement Unit (part of Administrative Services) is committed to promoting juvenile correctional practice based upon the characteristics of a "learning organization" using the performance based standards process, the principles of the What Works literature, and continued growth and development of the principles of quality improvement throughout the Department. This unit reviews contracts for residential and non-residential services for juveniles in the Department's custody, as well as efforts within the three IDJC facilities to improve the quality of operations.

**Community Services (CSD):** The major role for this Division is to improve communication, cooperation, and collaboration between the Department, communities, and other agencies in the interest of preventing and reducing juvenile delinquency. Four District Liaisons assist Idaho's 44 counties to assure IDJC stays connected to a wide range of community stakeholders including elected public officials, judges, prosecutors and public defenders, law enforcement, private providers, juvenile probation/detention administrators and various advocacy groups. This Division provides professional juvenile justice research and public information, including responses to information requests from Idaho State Legislators and citizens in general. CSD is responsible for the coordination of the POST Certified Probation/Detention Academies. The Division also oversees the delivery of education services within the Department's three facilities and monitors contract providers and state facilities to assure compliance with state and federal rules and regulations, including the new state education testing standards and federal special education mandates.

**Juvenile Justice Commission:** The Juvenile Justice Commission and Grants Management Section are responsible for planning and administering federal programs: including the Juvenile Justice and Delinquency Prevention Formula Grant, Enforcing Underage Drinking Laws, Challenge Activities, Title V Prevention, Juvenile Accountability Incentive Block Grant, Education, and the Serious Violent Offender Reentry Initiative, and state funds through the Community Incentive Project and the new Mental Health Program. This Section is also responsible for planning, through collaborative activities with seven district councils, other state agencies, units of local government and community-based organizations to identify and implement innovative improvements and solutions to delinquency prevention and juvenile crime. The Idaho Juvenile Justice Commission, which serves as the state's advisory group, is responsible for performing the duties required by the Federal Juvenile Justice and Delinquency Prevention Act. Members are appointed by the Governor and are chosen from many fields, including local government, elected officials, juvenile justice professionals, judges, prosecutors, youth, business professionals, educators, and volunteers. The mission of the Juvenile Justice Commission is to "Help Idaho Strengthen Youth and Families." This Section is also responsible for the certification of detention facilities for compliance with state and Federal standards.

## Revenue and Expenditures

Revenue	FY 2003	FY 2004	FY 2005	FY 2006
General Fund	\$31,528,300	\$31,853,600	\$32,799,700	\$34,030,600
Juvenile Corrections Fund	\$4,754,300	\$4,655,700	\$4,657,800	\$4,673,000
Federal Grant	\$4,602,200	\$5,662,500	\$5,756,400	\$1,080,800
Miscellaneous Revenue	\$1,507,600	\$1,166,400	\$1,157,600	\$0
JC Center Fund	\$1,272,100	\$1,072,700	\$570,300	\$536,000
<b>Total</b>	<b>\$43,664,500</b>	<b>\$44,410,900</b>	<b>\$44,941,800</b>	<b>\$45,398,200</b>
Expenditure	FY 2003	FY 2004	FY 2005	FY 2006
Personnel Costs	\$15,245,000	\$15,820,900	\$16,643,800	\$17,701,900
Operating Expenditures	\$3,530,200	\$3,700,800	\$3,667,400	\$3,732,000
Capital Outlay	\$200,100	\$447,500	\$288,600	\$344,800
Trustee/Benefit Payments	\$22,409,900	\$22,846,700	\$22,314,300	\$21,557,500
<b>Total</b>	<b>\$41,385,200</b>	<b>\$42,815,900</b>	<b>\$42,914,100</b>	<b>\$43,336,200</b>



## Profile of Cases Managed and/or Key Services Provided

Cases Managed and/or Key Services Provided	FY 2003	FY 2004	FY 2005	FY 2006
Number of Juveniles Served	726	676	709	725
Length of Custody (days)	492	550	553	559
Average Daily Count	453	429	424	427
Recommit Rate (return to IDJC)	8.2%	11.4%	15.2%	11%
Number of community service hours performed by juveniles	8,884	9,008	40,063	54,140
% of offenders whose risk level decreased at 6-month assessment	N/A	76%	74%	54%*
Number of counties participating in IJOS	29	33	40	40
% of offenders with increased ISAT scores	32.9%	33.1%	51.4%	73.8%
Federal dollars awarded at the community level	\$2,295,678	\$1,082,263	\$1,405,247	\$1,392,765

## Part II – Performance Measures

Performance Measure	2003	2004	2005	2006	Benchmark
1. Percent of Youth that are not recommitted to IDJC	91.8%	88.6%	84.8%	89%	90%
2. Percent of individual student ISAT scores that improve while juvenile is in custody	32.9%	33.1% <sup>5</sup>	51.4%	73.8%	85%
3. Numbers of hours key stakeholders contributed to juvenile justice system efforts.	NA	NA	NA	NA	1000 hours
4. Number and percent of programs funded using evidence based models.	NA	NA	NA	17	25
5. Employee turnover rate	16%	13.92%	20.4%	14.81%	15%

### Performance Measure Explanatory Note:

\* The change from 74% in 2005 to 54% in 2006 does not necessarily mean that the criminal risk in our population is higher than last year. Beginning in 2006 our instruments to measure progress in treatment and reduction of risk is the Progress Assessment/Reclassification, (PAR). This instrument measures a juvenile's progress in treatment in several areas such as participation, relationship with other residents and staff, educational achievement, accountability and empathy, reintegration planning, and family functioning.

The total score on the PAR is subtracted from the Initial Custody Level Assessment to indicate reduced or increased risk based upon the progress made in treatment. The PAR is first done after a juvenile has been in a treatment program for 6 months, and is repeated every 2 months thereafter until the juvenile is released from custody.

New Benchmarks will provide IDJC with necessary information to prevent or reduce juvenile crime in partnership with communities by measuring what is positively impacting the juvenile justice system.

### For More Information Contact


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### **Director Attestation for Agency Profile**

In accordance with *Idaho Code* 67-1904, I certify the data provided in the Agency Profile has been internally assessed for accuracy, and, to the best of my knowledge, is deemed to be accurate.

Department: Idaho Dept. of Juvenile Corrections

  
\_\_\_\_\_  
Director's Signature

9-1-06  
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Date

Please return to:

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